

1991 YEAR-END INDEX

A

Albertson, Cliff. "New Revenue Possibilities." (January/February, no. 1, p. 51).

B

Blackburn, Claire E. "New Kid on the Block Is Really an Old Friend." (March/April, no. 2, p. 54).

—. "Safe Driving Is Its Own Reward." (September/October, no. 5, p. 49).

Bloomfield, Shirley. "The 102nd Congress Takes Its Seat." *The changes in attitudes, changes in latitudes of the*

new session, and how they will affect independent telephony. (March/April, no. 2, p. 12).

Bolton, David. "Telco PR Gets You Off on the Right Foot." *With a well-conceived public relations program, telcos can reap the benefits for years to come.* (March/April, no. 2, p. 45).

Dial-A-Prayer...Two years ago, 900 services were red-hot. Whatever you needed, there was a 900 number to fill the bill. Now, amid consumer complaints and congressional and regulatory scrutiny, telcos are stuck between irate subscribers and an industry that's more fizzle than sizzle. (November/December, no. 6, p. 20).



—. "Calling-Card Cacophony." *The race is on to lure independents into offering a variety of calling cards to their subscribers—What's a telco to do?* (September/October, no. 5, p. 26).

—. "900 Services—Telcos Caught in the Middle." *Dial-A-Porn, Dial-A-Joke,*



Brunner, Michael E. "The 1990 Budget Spectacle: Some Losses, Some Gains, Some Issues Put on Hold." (January/February, no. 1, p. 62).

—. "NECA Deserves Our Support." (March/April, no. 2, p. 62).

—. "NTCA Pledges to Tackle Recent Internal Revenue Service TAM." (May/June, no. 3, p. 58).

—. "The State of the Association." (May/June, no. 3, p. 22).

—. "A Lengthy Lesson in Compromise Comes to a Successful Close." (July/August, no. 4, p. 62).

— "Change Is in the Wind." (September/October, no. 5, p. 62).

— "Know Thyself." (November/December, no. 6, p. 62).

Byrne, Gary. "The Future of REA." (May/June, no. 3, p. 35).

C

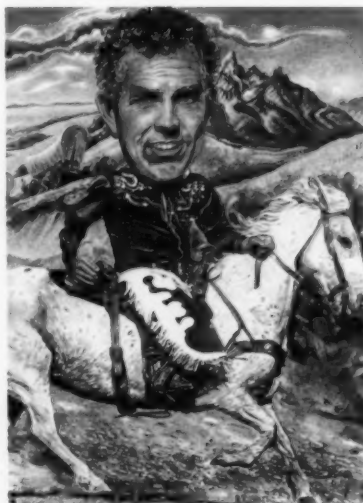
Cosson, David. "A Telephone Team Tries Group Therapy." (March/April, no. 2, p. 51).

D

Dukart, Rhonda. "Two Hats Are Better Than One." *When Consolidated Telephone Cooperative decided to enter into new lines of business after the AT&T breakup, it thought long and hard about how to do it. After years of growth and excellent success, it now knows that the decision to form a separate subsidiary was the right one.* (November/December, no. 6, p. 43).

E

Eby, Deborah. "Riding Herd on Rea." *Gary Byrne, administrator of the Rural Electrification Administration, says the*



telephone loan program has abandoned its mission. Does he want to lead it back on the trail? Or put it out to pasture? (July/August, no. 4, p. 26).

Edwards, George. "ECSA Offers Something for Everyone." *Since the breakup of "Ma Bell," the Exchange Carriers Standards Association has worked to link the many individual interests in the telephone industry.* (July/August, no. 4, p. 44).

F

Finneman, Sue. "AUTOVON — It Means Communications Security." (July/August, no. 4, p. 48).

Freda, Robert J. and Kittrell, Steven D. "Giving Back to Your Community with a Family Foundation." *Commercial telephone companies should consider the many advantages of establishing a working foundation in the local area.* (March/April, no. 2, p. 34).

ERNST & YOUNG Telecommunications Consulting

Consultants to the Telecommunications Industry Since 1969

Strategic and Financial Planning

- Market Studies
- Financial Modeling
- Accounting Systems Design
- Capital Recovery Analyses

Tax Services

- Review of Tax-Exempt Status
- Tax Effect of Significant Transactions
- Analysis of Subsidiary Tax Issues
- Representation in Tax Audits

Rate Support

- State and Federal Regulatory Analyses
- Separations and Access Studies
- Rate Design and Tariff Development
- Cost of Service Studies

Other Services

- Cable Television and Cellular
- Productivity Enhancement
- Systems Design and Implementation
- Litigation Support

999 Third Avenue, Suite 3500
Seattle, Washington 98104
(206) 621-1800



1225 Connecticut Ave., N.W.
Washington, D.C. 20036
(202) 862-6393

G

Gallottini, Giovanna. "A Meeting of the Minds." *Sometimes what telcos need and what vendors offer seem worlds apart. Here are suggestions on how to get the two factions in the same galaxy.* (July/August, no. 4, p. 41).

Gill, Charles B. "Telco Financing in Tough Economic Times." (May/June, no. 3, p. 31).

Guillory, Marie. "Where Is the Creative Spark?" (July/August, no. 4, p. 51).

—. "The FCC Paves its Path for the '90s." (November/December, no. 6, p. 49).



K

Kaufman, Catherine. "What's Magic About Molalla?" *Molalla Telephone Company in Oregon is the first rural independent to implement SS7. But this telco's achievements don't stop there.* (January/February, no. 1, p. 44).

L

Lehner, Chris and O'Brien, Byrne J. "Connecting Rural America: A Preview of the 1991 NTCA Annual Meeting & EXPO." (January/February, no. 1, p. 28).

Lehner, J. Chris. "Telecommunications Policy Wars: Will the Empire Strike Back?" *Whoever controls telecommunications policy will help determine the industry's future. A look at the year's shakeout between regulators, leg-*

islators, and adjudicators. (March/April, no. 2, p. 16).

—. "Connecting Rural America: The 1991 NTCA Annual Meeting & EXPO." (May/June 1991, no. 3, p. 12).

—. "The Workplace in the '90s: Benefits and Labor Trends." *Like other progressive businesses across the country,*

independent telcos that want to stay at the forefront must consider and adapt to the changing needs and expectations of their employees. (September/October, no. 5, p. 39).

—. "Friend or Foe: The Great REA Media War." *What began as a small skirmish between Rural Electrification Ad-*

A Critical Decision

The selection of a general manager is probably the most important decision a board makes in the course of maintaining a progressive rural telephone or electric system. However, this selection and hiring process may not be familiar to board members. Many boards are faced with such a selection only once during their tenures.

NTCA/NRECA Manager Search is a professional service designed to assist you in addressing each of the important facets of the search process. With our aid, you can make sure that this important decision is handled in an informed, systematic and confidential manner.

We can conduct your entire search effort from start to finish, enter an existing search, or you can enlist Manager Search for only the services you require:

- ◆ Development of an up-to-date position description
- ◆ Preparation and placement of advertising
- ◆ Screening service
- ◆ Application evaluation
- ◆ Reference check
- ◆ Interviewing assistance

Manager Search is ready to respond to your system's individual needs.



**NATIONAL TELEPHONE
COOPERATIVE ASSOCIATION**



**NATIONAL RURAL ELECTRIC
COOPERATIVE ASSOCIATION**

MANAGER SEARCH

Kent Brick
1313 West 46th Avenue
Denver, CO 80211
303/388-0735

Neil Doherty
Route 1, Box 115A
Woodstock, VA 22664
703/459-5899

Professional services dedicated to quality leadership for rural telephony and electrification.

ministration (REA) borrowers and the media has escalated into an all-out war. Fueled by a government agency that seems intent on destroying itself, the national press began a one-sided attack this summer. REA borrowers are left to defend their honor and explain why they participate in one of the most successful government programs ever initiated. (November/December, no. 6, p. 12).

N

Newell, Roger P. "When Communications Comes Out of the Comics." *The latest developments in personal communications services and how they may affect telco business.* (March/April, no. 2, p. 24).

Norman, Deborah M. "Power to the Purchaser." *With its 10-Plus programs, Northern Telecom offers telcos that buy its DMS-10 switches the opportunity to become better marketers of digital services.* (September/October, no. 5, p. 21).

O

O'Brien, Byrne J. "Service, Our Strength and Future: A Preview of the 1992 NTCA Annual Meeting & EXPO." (November/December, no. 6, p. 26).

Owens, Peta. "Employers Put Em-

ployees to the Test." *A number of companies are turning to psychological assessment testing to help them hire and promote the right people.* (January/February, no. 1, p. 18).

—. "Is Emergency 911 a Tough Call in Rural America?" *More and more rural communities have taken the lead in establishing services to ensure that emergency help is only a phone call away.* (July/August, no. 4, p. 12).

P

Powell, Karen. "An Exchange Story." *A North Carolina telco tells its past year's experience hosting two Chinese workers as part of an NTCA personnel exchange program.* (January/February, no. 1, p. 12).

R

Rhyne, Joe. "How and Why to Choose a Professional Investment Manager." *Telcos that wish to diversify their investments are looking to the experts for guidance.* (March/April, no. 2, p. 37).

S

Sadtler, Sue. "An Update on Telco-Cable Legislation." (September/October, no. 5, p. 53).

Seitz, Rob. "First-Class Service." *A few bold small telcos are getting involved with SS7 and CLASS services. Here's a look at these latest technologies and their potential applications in the rural marketplace.* (September/October, no. 5, p. 12).

Shultz, Paul. "Caller ID Technology & Public Policy, Part 1: Can We Torch Big Brother Without Burning Galileo?" *The first of a two-part article that examines in depth the technology and ensuing controversy surrounding Caller ID.* (July/August, no. 4, p. 19).

—. "Caller ID Technology & Public Policy, Part 2: The Tarheel State's Debate." *This is the second of a two-part article that examines in depth the technology and ensuing controversy surrounding Caller ID. In the July/August*

issue of Rural Telecommunications, Shultz discussed various technical and public policy issues associated with number delivery. (September/October, no. 5, p. 30).



Sims, Mickey. "Current Status of the Commercial Company Issue." *An update on next month's decision about commercial-company voting rights.* (January/February, no. 1, p. 23).

Stevens, Ted. "Telecommunications and the 102nd Congress." (May/June, no. 3, p. 27).

W

Wacker, Tom. "Federal Initiative Seeks the Rebirth of Rural America." (January/February, no. 1, p. 54).

Westbrook, Lisa. "An Interview with Al Eaton." *The new chief operating officer of U.S. Intelco Networks discusses the current challenges small and rural independents face and how his company plans to meet them.* (March/April, no. 2, p. 40).

Williams, Fred. "The Big Picture Begins at Home." *If you are concerned about rural development in your area, consider how these creative communities have profited from the telecommunications connection.* (July/August, no. 4, p. 32).



